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Office Memorandum • UNITED STATES GOVERNMENT

TO : Deputy Comptroller
THRU : Chief, Finance Division
FROM : Acting Management Officer

DATE: FEB 17 1954

SUBJECT: Work Measurement Study in the Finance Division

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1. This report of progress on the subject project is being prepared in order to permit you to evaluate our progress to date. This will undoubtedly be a long and tenuous project due largely to the fact that historical records on file within the Finance Division are of little value in setting work measurement standards. Existing records are inadequate for our purposes because:

a. Time considered as "unmeasured" for work measurement purposes is included but cannot be identified.

b. Annual and sick leave time is included and cannot reasonably be identified.

c. Borrowed time is not included and time for employees detailed to other units is not excluded.

2. In the Travel Section of the Payroll and Travel Branch, we have initially selected the "Document" as a work unit. Because there are included roughly six types of documents, the results to date have been extremely erratic; in other words, when the standard developed was applied against past performance on a weekly basis, the results were erratic and inconclusive. Attached is a statement showing the results of measurement of the last 17 weeks of performance. It may be necessary, therefore, to abandon the work unit selected in favor of a more detailed method. This would, of course, delay completion of the job.

3. In the Payroll Section of the Payroll and Travel Branch, the "individual payrolled" was selected as the work unit. The reporting period selected was four weeks in order to correspond with the established pay period for unvouchered employees. The five persons in this section who are performing work indirectly related to the pay-rolling operation are being totaled and carried in an unmeasured time category. The long reporting period will necessitate several months of operation before a standard can be set.

4. In the Operations and Liaison Branch, the similarity amongst five of the sections has proved advantageous in that the same work units and time standards can be used. The work unit selected is the "individual transaction" on the vouchers of each accounting. Only

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auditors' time has been measured with all other time carried as unmeasured. In the sixth section handling contract and staff agent payrolling, the "individual payrolled" has been selected as the work unit. Inasmuch as the contract agents are paid each month, and staff agents are paid every four weeks, two reporting periods will be necessary for this section unless steps are taken to modify one of the reporting periods. Again, because of the long reporting period, it will take several months to establish a standard in this section.

5. In the Registry Unit, we have been asked to examine procedures to aid in certain contemplated changes. It will be necessary to get these changes accomplished before firm standards can be set. An additional week in this unit should enable us to complete our development of the unit's work measurement plan.

6. I would appreciate your reaction concerning our progress to date, together with an indication as to the value to you of the proposed project in the light of its probable cost and completion time.

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Attachment
Statement of results
of measurement.